



# DEFENSE ACQUISITION UNIVERSITY

## PMT 352A - Program Management Office Course, Part A

110511

*Course Learning/Performance Objectives followed by its  
enabling learning objectives on separate lines if specified.*

1	<b>Given a scenario, formulate a technology transition strategy using an ATD as a technology transition mechanism, and determine the impact, roles and opportunities of the DoD Science &amp; Technology process throughout the fense acquisition system lifecycle.</b>
	Describe the role of Science and Technology as it relates to the systems acquisition process.
	Explain the basics of Defense S&T Strategic planning.
	Understand the key similarities and differences between acquisition program, Advanced Technology Demonstrations (ATDs), and Joint Capability Technology Demonstrations (JCTDs).
	Identify challenges in transitioning a technology demonstration into formal acquisition process.
	Recognize the planning basis for defense science and technology and the continuum of science and technology development from the university environment to advanced technologies.
	Recognize practices and activities that support the rapid and effective transition from science and technology to products.
	Identify DoD policies and practices that affect technology transition mechanisms.
	Identify how S&T links to the formal acquisition process.
2	<b>Given a situation, identify risks in the formulation of a transition or acquisition strategy.</b>
	Recognize the technology transition mechanisms and their roles.
	Recognize four practices that support the rapid and effective transition from science and technology to products.
3	<b>Given an IPT simulation, use interpersonal skills to achieve program goals and objectives.</b>
	Explain how the values, purpose, vision, goals, objectives, processes and measurement fit together to focus the IPT.
	Given a scenario, define the interpersonal processes to be used to achieve the team's goals.
	Explain the importance of operating agreements in effective team performance.
	Assess the impact of "group-think" on team effectiveness.
	Identify the components of empowerment.
	Describe the skills necessary to effectively use the coaching process.
	Define characteristics of the primary types of Program Office organizational structures.
	Define the change process and stages of acceptance as explained in the Jaffey-Scott model.
4	<b>Given an IPT, organize the team to manage an acquisition program.</b>
	Given a program, recognize sources of conflict.
	Describe team decision-making methods.
5	<b>Given a scenario, demonstrate communication skills in the areas of negotiation, writing and decision briefing.</b>
	Given a program, compare critical thinking to other types of thinking and assess its utility in problem solving and decision making.
	Given a program, assess the key characteristics of critical thinking and how they are used in system acquisition problem solving.
6	<b>Identify the policies and procedures for international cooperation and sales that may impact a program acquisition strategy and funding.</b>
	Define types of international programs.
	Explain the differences between and organizations responsible for Security Assistance Programs and Cooperative Acquisition.
	Identify the components of the Request for Approval to Develop process for International Agreements.
	Explain the framework for arms transfers in terms of legal authority, responsibilities, policy guidance, and implementation.
	Describe the various sources of funding for international cooperative projects.
	Describe the criteria and benefits of Foreign Comparative Testing.
7	<b>Given program requirements, apply program information assurance and technology protection techniques and policies as appropriate during a program's life cycle.</b>
	Identify Critical Program Information (CPI).
	Identify the elements of a Program Protection Plan (PPP).



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	Explain the various types of DoD visits.
	Describe National Disclosure Policy (NDP).
<b>8</b>	<b>Synthesize tailoring of system supportability analysis.</b>
	Explain the purpose, policies and practice governing DoD supportability analysis.
	Describe the general conduct of a supportability analysis and state some implications of putting the results into action.
	<b>Summarize the influence of supportability in system design and modernization.</b>
<b>9</b>	Identify key supportability performance measures used during the systems acquisition process.
	Explain appropriate methods of computing and using Reliability and Availability.
	Explain three different types of Availability.
	Explain the use of key supportability performance measures in implementing a performance based logistics (PBL) environment.
<b>10</b>	<b>Assess the program information requirements over the life of the program.</b>
	Describe product support management planning purpose, policy and practice.
<b>11</b>	<b>Evaluate government and contractor management of LCC.</b>
	Explain the PM's responsibility and techniques for continually improving system affordability through effective supportability planning and execution.
	<b>Select alternatives for obsolete and out-of-production parts.</b>
	Explain strategies to address Diminishing Manufacturing Sources (DMS) issues.
	Identify and define logistics support elements
	Define diminishing manufacturing source options.
	Identify diminishing manufacturing sources (DMS) and supply chain management (SCM) policy in the DoD 5000 series of documents.
	Identify characteristics of government and commercial markets.
<b>12</b>	<b>Illustrate effectiveness of supply-chain management.</b>
	Define Direct Vendor Delivery and Prime Vendor.
	Explain the steps used to improve the supply chain management process.
	Define supply chain performance metrics.
	Explain supply chain management risks to manufacturing.
	Identify the basics of Supply Chain Management.
<b>13</b>	<b>Given a scenario analyze a program production plan and evaluate its relationship to the overall acquisition strategy.</b>
	Explain the purpose of manufacturing risk management.
	Define the common manufacturing risk categories.
	Define the 5 M's of Manufacturing.
	Explain the purpose and benefit of the Best Manufacturing Practices Center of Excellence.
	Explain the basics of Lean Manufacturing.
	Explain the risks associated with unstable rates and quantities, variation in processes, and special tools and equipment.
	Explain Advanced Quality systems (AQS).
<b>14</b>	<b>Effectively apply software development principles within the acquisition management processes.</b>
	Illustrate how software logistics and post-production software support can be incorporated in to the systems acquisition lifecycle.
	Assess deployment support, service life extension, and transition/fielding issues for software-intensive systems.
	Identify and analyze the role of the various functional areas within a CR-IPT.
	Identify and apply DoD policies for the software acquisition and development process.
	Identify and apply DoD best practices for the software acquisition and development process.
	Assess software maturity levels and their impact on the software acquisition process.
	Analyze software management, quality and process measures.
<b>15</b>	<b>Given a scenario, combine software acquisition processes into the systems engineering and system acquisition processes.</b>
	Determine the appropriate plans and lifecycle documentation needed to acquire and manage software as part of a systems acquisition.



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	Analyze and apply the different software development strategies.
16	<b>Given a scenario, evaluate, select and apply tools and techniques to estimate, measure and predict software cost, schedule, quality and maturity.</b>
	Identify and apply PSM measures.
17	<b>Analyze software measurement data and develop software risk mitigation plans.</b>
	Given a scenario and the Practical Software Measurement Methodology (PSM), prepare a set of appropriate software management, quality and process measures.
18	<b>Given a program scenario and the DoD 5000 series, determine the required program information elements (documents) necessary to describe and manage an acquisition program.</b>
	Identify requirements for Clinger-Cohen Act (CCA) compliance as stated in DoDI 5000.2 and the associated metrics and concepts for IT program management.
	Assess modular contracting during the IT acquisition process.
	Identify the role of architectures in the management of IT programs.
	Assess the importance of capital planning and investment control in the IT acquisition process.
19	<b>Identify information assurance requirements and describe appropriate action to ensure viable information assurance.</b>
	Given an information system, identify appropriate information assurance requirements.
	Explain actions a PM can take to help ensure information assurance.
	Identify software security requirements in the Information Assurance arena.
	Identify spectrum, supportability policies in the Information Superiority arena.
	Assess research and technology protection and its relation to Information Superiority.
20	<b>Given a scenario, present the implications of interoperability policy for the JRATS demonstration program.</b>
	Explain appropriate policies regarding interoperability that govern the management of acquisition programs.
21	<b>Given a scenario, present a financial capability analysis as part of a pre-award survey for a program source selection.</b>
	Explain asset management ratios.
	Explain the various discounted cash flow methods used to evaluate a capital investment.
	Explain profitability ratios.
22	<b>Evaluate business case analysis to reduce LCC.</b>
	Explain financial statements.
	Explain the basics of cost-volume-profit analysis.
	Explain Governance Cost Principles & Rates.
	Explain the difference between fixed/variable costs and indirect/direct costs.
	Explain the basics of cost accounting.
23	<b>Given a scenario, assess the impact of a system's performance-based payment plan on the contractor's working capital management and profitability.</b>
	Explain working capital.
	Explain capital investment analysis.
24	<b>Relate appropriate considerations for environmental issues throughout a program life cycle.</b>
	Recognize DoD requirements for ESOH analyses.
	Explain how and when to integrate ESOH management into acquisition programs.
	Describe DoD 5000.2-R requirements for ESOH compliance.
	Explain requirements for and use of the Programmatic Environmental, Safety and Health Evaluation (PESHE) in DoD Acquisition Programs.
	Explain the need for and use of effective ESOH requirements language in contractual documents.
	Explain the importance and methods of determining ESOH risk levels.
	Identify issues that impede effective ESOH implementation.
	Explain ESOH risk management techniques.



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	Recognize ESOH resources and management practices.
	Identify attributes of an effective ESOH integration manager.
25	<b>Examine system logistical and producibility costs and trade-offs.</b>
	Given DoD policy, explain disposal tradeoffs impact on LCC.